

31 MAY 1957

Special Planning Assistant to the
Deputy Director of Support

Director of Training

Report to Killian Committee

1. In accordance with your request, the following information is submitted for inclusion in the DD/S portion of the Killian Report:

a. In order to provide for wide proficiency in foreign languages among Agency personnel, a Language Development Program was established on 4 February 1957. This Program takes cognizance of the fact that the Agency cannot afford to stop or slow down important work until people are fully trained in the languages they need and the employees must build much of their language competence simultaneously with the performance of their daily tasks. An affirmative opinion was obtained from the Comptroller General, indicating that the payment of awards of those who achieve and maintain prescribed levels of proficiency in foreign languages is in keeping with the legislative authority granted by the Congress. Consequently, there has been established a schedule of awards for various types and levels of proficiency and for various languages. These awards are payable to both headquarters and field personnel who qualify under regulations established for this purpose. The Program provides that those who achieve or maintain proficiency predominately on their own time will receive double the amount of awards granted to those who become proficient during duty hours. It has been necessary to set up an off-duty hours language training program, using qualified Agency linguists as instructors.

b. In accordance with Agency directives over 5% of the total working hours during the period 1 November 1956 to 1 May 1957 have been expended in either formal or on-the-job training by personnel of this Agency.

c. Because of the unusual and sensitive nature of clandestine activity, it has been extremely difficult to develop sound instructional doctrine in some of the more sophisticated fields of clandestine operations. A joint effort by a panel of senior members of the Clandestine Services and representatives of the Office of Training has produced a body of "working doctrine" that will, when validated, provide an excellent frame of reference

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for the improvement of existing courses and the addition of new courses relating to the extensive policy authorization contained in NSC 5412/2.

d. A high percentage of the Agency's overseas activities involve liaison relationships with Foreign Intelligence and Security Services of other governments and liaison with a variety of Foreign governmental and private agencies. The Operations School of the Office of Training, in recognition of this fact, has undertaken the development of a new course which will train employees of the Agency for this type of activity. As a corollary to this new course, a familiarization course in counter-espionage for those who are not directly in the CE field will be added. This will permit proper utilization and further improvement of the advanced course in counterespionage operations.

e. A series of new courses for the Office of Operations, Scientific Intelligence, and Research and Reports are currently under consideration. The functions of these offices are sufficiently diverse to merit separate consideration with regard to their training requirements. Present indications point to the need for an integrated sequential training program for each office. The requirements of the other offices under the jurisdiction of the Deputy Director of Intelligence will be considered at a later date.

f. In August 1956 approval was granted for the construction of twenty new houses for senior instructors and a recreational-training facility at [] to be built with FY 1958 funds. Approval has now been received from the Bureau of the Budget to undertake this construction using FY 1957 funds; contract negotiations are now in progress. Total costs of construction will not exceed \$587,000.

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g. One of the areas in which the Office of Training is hard pressed to meet the requirements of the Clandestine Services is in the covert training field. The instructors engaged in this activity must be well rounded in all phases of clandestine operations. They must be capable of providing individual tutorial instruction to American staff and contract agents and members of Foreign Intelligence and Security Services. Some of the trainees are neophytes in the intelligence business and some are men with considerable experience behind them. The real problem facing the Agency is not whether this type of training should

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be undertaken but to what extent the rather limited supply of professional manpower can be assigned to conduct this type of training. From an operational standpoint the Agency gains a great deal from its effort to improve the professional qualities of those services with which we engage in liaison or joint activities. Without question the prestige of CIA has been enhanced by the high degree of professionalism that has been demonstrated in these covert training situations. Covert training is not only conducted here in the United States, but the Office of Training is frequently called upon to provide competent instructors for covert training assistance on a temporary duty basis overseas.

[Redacted Signature Box]

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for MATTHEW BAIRD

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DRAFT (28 May 57)

OTR Portion of Report to Killian Committee

Language Development Program

In order to provide for wide proficiency in foreign languages among our personnel, I have established a Language Development Program which became effective on 4 February 1957. Realizing that the Agency cannot afford to stop or slow down important work until our people are fully trained in the languages they need and that we must build much of our language competence simultaneously with the performance of our daily tasks, I have obtained an affirmative opinion from the Comptroller General that the payment of awards to those who achieve and maintain prescribed levels of proficiency in foreign languages is in keeping with the legislative authority granted by the Congress. Consequently, I have established a schedule of awards for various types and levels of proficiency and for various languages. These awards are payable to both headquarters and field personnel who qualify under regulations established for this purpose. The Program provides that those who achieve or maintain proficiency predominately on their own time will receive double the amount of awards granted to those who become proficient during duty hours. It has been necessary to set up an off-duty hours language training program, using qualified Agency linguists as instructors.

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In accordance with my directive to the senior officials of the Agency, over 5% of the total working hours have been expended in either formal or on-the-job training by personnel under their jurisdiction.

Because of the unusual and sensitive nature of clandestine activity, it has been extremely difficult to develop sound instructional doctrine in some of the more sophisticated fields of clandestine operations. A joint effort by a panel of senior members of the Clandestine Services and representatives of the Office of Training has produced a body of "working doctrine" that will, when validated, provide an excellent frame of reference for the improvement of existing courses and the addition of new courses relating to the extensive policy authorization contained in NSC 5412/2.

A high percentage of the Agency's overseas activities involve liaison relationships with foreign intelligence and security services of other governments and liaison with a variety of Foreign governmental and private agencies. The Operations School of the Office of Training, in recognition of this fact, has undertaken the development of a new course which will train employees of the Agency for this type of activity. As a corollary to this new course will be added a basic course in counter-espionage and a revised advanced course in counterespionage operations for those officers charged with primary responsibility in the CE field.

A series of new courses for the Office of Operations, Scientific Intelligence and Research and Reports are currently under consideration. The functions of these offices are sufficiently diverse to merit separate consideration with regard to their training requirements. Present indications point to the need for an integrated sequential training program for

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each office. The requirements of the other offices under the jurisdiction of the Deputy Director of Intelligence will be considered at a later date.

In August 1956 I approved the construction of twenty new houses for senior instructors and a recreational-training facility to be built with FY 1958 funds. Approval has now been received from the Bureau of the Budget to undertake this construction using FY 1957 funds; contract negotiations are now in progress. Total costs of construction will not exceed \$587,000.

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